

**A. CONTACT INFO**

<b>Ministry Name</b>	Sparrow Clubs USA
<b>CEO Name &amp; Title</b>	Jeff Leeland, Founder and Executive Director
<b>Primary Contact &amp; Title</b>	Same as above
<b>Address, City, State, Zip</b>	906 NE Greenwood Ave., Suite #2, Bend, OR 97701
<b>Phone</b>	541.312.8630
<b>Fax</b>	541.312.8632
<b>Email</b>	<a href="mailto:jleeland@sparrowclubs.org">jleeland@sparrowclubs.org</a>
<b>Website</b>	<a href="http://www.sparrowclubs.org">www.sparrowclubs.org</a>

**B. KEY INFO**

<b>Year Founded</b>	1995
<b>Total Employees (FT &amp; PT)</b>	10
<b>Total Volunteers</b>	10,000 + (est. includes youth and adults)
<b>Total Board Members</b>	7
<b>Total Donors (last 24 months)</b>	3,538
<b>Organizational Memberships</b>	<input type="checkbox"/> Evangelical Council for Financial Accountability (ecfa.org) <input type="checkbox"/> Christian Management Association (CMAonline.org) <input type="checkbox"/> Christian Stewardship Association (stewardship.org) <input checked="" type="checkbox"/> Other: <u>Will apply to any above if needed.</u>
<b>Is your IRS 990 form available for public inspection?</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Do you have an annual audited financial statement that meets ECFA's Standard No. 3 and is available to the public?</b>	<input checked="" type="checkbox"/> Yes (if alternate method is accepted, ie. not audited but reviewed financial statements prepared by independent CPA) <input type="checkbox"/> No <input type="checkbox"/> We will meet this standard by (date): _____

**C. FINANCIAL INFO** (per ECFA reporting categories – [www.ecfa.org](http://www.ecfa.org))

<b>Fiscal Year Oct. 1<sup>st</sup> to Sept. 30<sup>th</sup></b>	<b>Last Fiscal Year Actual 07-08</b>	<b>Current Fiscal Year Budget 08-09</b>	<b>Estimated Budget 2009-10</b>
<b>INCOME</b>			
Donated Income	1,675,206	1,733,000	1,850,000
All Other Income	4,347	6,000	10,000
<b>Total Income</b>	1,679,553	1,739,000	1,860,000
<b>EXPENSE</b>			
Program Services	1,361,896	1,211,200	1,360,000
General & Administrative	316,819	211,960	238,000
Fundraising	106,399	90,840	102,000
<b>Total Expense</b>	1,785,114	1,514,000	1,700,000

**D. OUR "ELEVATOR SPEECH" (external)**

<b>Brand Promise</b> (slogan or tagline)	Sparrow Clubs helps kids to find their wings; providing sanctuary for children in medical need, for youth in schools and for communities throughout America.
<b>What do you do?</b> (50 words or less)	By "adopting" children in medical crisis to schools as service projects, Sparrow Clubs brings a clarifying contrast of Kingdom principles to bear in the heart of youth culture—teaching kids to take their eyes off themselves, to sacrificially give and to share in God's watchcare over the weak and broken.
<b>Key Endorsements</b> (names of people or organizations)	Larry Burkett (past), Fellowship of Christian Athletes, Focus on the Family, Portland Public Schools (one among many school districts), several school superintendents, Miss Teen USA org, many more ...
<b>BHAG</b>	By the end of 2010, Sparrow Clubs representatives (staff and/or STAR volunteers) will be active in every state across the country.

**E. THE FIVE DRUCKER QUESTIONS (internal)**

From: *The Peter F. Drucker Foundation Self-Assessment Tool: The Five Most Important Questions Every Nonprofit Organization Must Ask* (leadertoleader.org)

<b>1. What is our mission?</b>	Sparrow Clubs exist to set the stage for simple yet heroic acts of kindness in schools and youth culture by kids helping kids in medical need.
<b>2. Who is our customer?</b>	<ul style="list-style-type: none"> <li>• Our PRIMARY customer is: <b>Youth and children.</b></li> <li>• Our SUPPORTING customers are: <b>Adults who help “set the stage” for Sparrow Projects—especially those in the business, medical and/or educational networks.</b></li> </ul>
<b>3. What does the (PRIMARY) customer value?</b>	Being able to serve their community and know they are also meeting the real needs of a child; getting eyes off themselves and gaining a sense of meaning & purpose; sensing their schools becoming more caring places; being positively recognized by adults; appreciating the life & health they've been given
<b>4. What have been our results?</b>	Sparrow Clubs have adopted nearly 600 children (sparrows) to schools across half the USA; raising approximately \$3.5 million for their care; inspiring over 200,000 hours of community service from tens of thousands of youth volunteers—facilitating life-long lessons and positive outcomes in attitudes, behaviors and character.
<b>5. What is our plan?</b>	To effectively & efficiently increase the quantity & quality of Sparrow Projects and sustainable Sparrow Clubs in schools by developing and leveraging a world-class volunteer training program.

**F. S.W.O.T. ANALYSIS**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• Cutting-edge cause</li> <li>• 3 published books</li> <li>• Proven &amp; successful program for 10 years.</li> <li>• High leverage &amp; ROI</li> </ul>	<ul style="list-style-type: none"> <li>• Relatively unknown</li> <li>• Small organization</li> <li>• Board notoriety &amp; maturity.</li> <li>• Service-capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Spiritual thirst of youth</li> <li>• Service-learning emphasis in schools.</li> <li>• New marketing tools</li> <li>• Relevance to society</li> </ul>	<ul style="list-style-type: none"> <li>• Complacent church</li> <li>• Secular humanist educational values</li> <li>• Moral corruption</li> <li>• Economic downturn</li> </ul>

**G. THREE STRATEGIC (and specific) WAYS FOR TBG MEMBERS TO BECOME INVOLVED**

<b>No.</b>	<b>Opportunity/Task/Volunteer Role</b>	<b>Target Date</b>
<b>1</b>	To be “stage-setters” for Sparrow Projects by building awareness and relationships within their local business, medical and educational communities.	<b>November 2008</b>
<b>2</b>	To help us accomplish our expansion goals by representing Sparrow Clubs within their own professions, associations and communities.	<b>January 2009</b>
<b>3</b>	To help us research, develop and implement our STAR Volunteer program (Sparrowclubs Trained Area Representative).	<b>August 2009</b>
	<u>Major Prayer Request:</u> That Sparrow Clubs would be aligned with God's will and used by Him to influence youth for Christ, to build His Kingdom and bring him glory.	

*Thanks for limiting your report to 2 pages!*